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TAB D

INCREASED OVERSEAS EXPERIENCE FOR DA OFFICERS:

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SUMMARY:

This memo considers possibilities for increased overseas experiences for DA officers. Placing DA officers in State administrative positions overseas and in DDO junior Operations Officer positions at Headquarters is considered, but not recommended, except perhaps in special situations. Alternatively this paper recommends the expanded use of temporary assignment of DDA officers to the Headquarters support staffs of DDO Area Divisions (and other overseas-oriented offices) and the increased use of DA officers for support-related TDY assignments overseas. Finally, it is strongly recommended that the DDA CMO and DA office CMO's maintain formal lists of personnel interested in (and considered capable of) overseas TDY and PCS assignments.

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PLACING DA OFFICERS IN JUNIOR OPERATIONAL SLOTS IN HEADQUARTERS:ADVANTAGES:

The officers would gain familiarity with the full Headquarters range of CIA field operations. The DDO might welcome such assignments, especially during the current shortage of desk officers, as evidenced by the extensive DDO use of interim CTs.

The DA officers would get to know a wide range of DO officers which would be useful to both in future professional relationships.

DISADVANTAGES:

The DA officer's time primarily would be spent on operational problems and procedures rather than administrative. While both are important, and their interdependence is crucial, an emphasis on administrative support would seem preferable.

This would be an expensive use of DDA positions to the extent that such assignments are not covered by the DO.

TEMPORARY ASSIGNMENT OF DA OFFICERS TO HEADQUARTERS SUPPORT STAFFS:ADVANTAGES:

Many support staffs of DDO Area Divisions or other overseas-oriented elements would welcome the temporary assignment of DA officers to augment their staff. The key to success would be assigning people who are interested in overseas activities for a period of sufficient duration to make the experience meaningful to them and to the assigned office.

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The emphasis would be on DA aspects and nuances of operational activities while at the same time providing ample exposure to operational considerations.

Such assignments would provide the individual a better basis for determining his or her interest in future overseas assignment and would help to prepare them for such assignments.

DISADVANTAGES:

Such assignments presumably would require new positions somewhere. Perhaps these could be slotted more meaningfully under SSA/DDA control within the DA or DO.

In the short run at least, such assignments would divert new personnel from other DA requirements (although this is also a disadvantage of the other alternatives too.)

SENDING JUNIOR DA OFFICERS ON SUPPORT RELATED TDY ASSIGNMENTS OVERSEAS:

ADVANTAGES:

TDY assignments are already used to fill gaps due to underlaps or temporary absences of DA personnel from post. Such assignments usually enhance the capabilities of the TDY'er while providing needed field support.

DA officers could be sent to augment the support staff (or officer) at stations where there is an unusual surge in the support workload. This would meet urgent customer requirements and also permit supervision by a DA officer. CIA (and the DA in coordination with the DO) would determine where the individuals are assigned

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TDY assignments provide opportunities for more DA officers than a single PCS assignment and provide flexibility in meeting surge requirements of limited duration.

In addition to the experience gained, the TDY provides a basis for determining individual interest in future PCS overseas assignment.

DISADVANTAGES:

TDY assignments are more expensive than PCS assignments of comparable length and provide less continuity.

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Personnel selected would require certain training and related Headquarters orientation prior to going overseas TDY.

Officers assigned on TDY would leave an unfilled job behind unless they are under some sort of rotational status.

Additional slotting would be required on an aggregate basis if the Headquarters positions of the assignees are to be filled while they are away. (Perhaps a certain number of positions can be established under SSA/DDA control similar to the established "rover" personnel positions.)

MAINTAINING ROSTERS OF DA PERSONNEL INTERESTED IN OVERSEAS ASSIGNMENTS:

Regardless of which of the above alternatives are selected, it is recommended that the DDA Career Management Officer (CMO) and DA office CMOs maintain rosters of personnel interested in overseas assignments, both TDY and PCS. Although this perhaps is already being done informally in some offices, it requires top level DDA backing. Otherwise busy supervisors have little incentive to offer up their better people for assignments which take them away from their present jobs or even their present career patterns. Once established, however, individuals would be encouraged to put their names on such lists which would be screened by each career service and used to fill work requirements as well as planning career development.

The above discussion omits consideration of one obvious alternative, i.e., adding additional DA positions overseas. Presumably we will seek to do that wherever work requirements dictate and where the customer component is willing to provide the position. The discussion also does not distinguish between the various DA offices, some of which have more opportunities for overseas assignments (e.g., Office of Finance) than others (e.g., Office of Personnel -- not a DA office, but traditionally committed to the support of overseas activities.)

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